DP/1999/CRP.11
8 September 1999

ORIGINAL: ENGLISH

Third regular session 1999
13-17 September 1999, New York
Item 1 of the provisional agenda

ORGANIZATIONAL MATTERS

List of items to be taken up by the Executive Board in the year 2000

The Executive Board may wish to review and approve the attached list of items with regard to the draft work plan for 2000. A draft work plan, including the allocation of items by session, will then be submitted to the Executive Board for approval at its first regular session 2000.

99-25959 (E)

List of items to be taken up by the Executive Board in the year 2000

		Report to be submitted
Joint items		
1.	Organizational matters: Executive Board work plan for 2000	Written
2.	Reports to the Economic and Social Council (UNDP/UNFPA)	Written
3.	Internal audit and oversight (UNDP/UNFPA/UNOPS)	Written
4.	Implementation of the recommendations of the Board of Auditors	Written
5.	UNDP/UNOPS evaluation of relations (decision 99/12, para. 3)	Written
6.	Field visits	Written
7.	Other matters, including report on HIV/AIDS (UNDP/UNFPA)	Oral
8.	Joint Executive Boards session (UNDP/UNFPA/UNICEF + WFP)	Written or oral (depending on the issue)
UNDP items		
9.	Annual report of the Administrator	Written
10.	Results-oriented annual report (ROAR)	Written
11.	Report on change management	
12.	Funding commitments to UNDP	Written
13.	Evaluation	Written
14.	Communication and advocacy	Written
15.	Country cooperation frameworks and related matters:	
	(i) CCFs and reviews of CCFs	Written
	(ii) RCFs and reviews of RCFs	Written
	(iii) Other programme matters	Written or oral (depending on the issue)
16.	UNIFEM	Written
17.	UNV	Written
18.	UNDP financial, budgetary and administrative matters	Written
19.	Round-table process: Evaluation	Written

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UNFPA items		Report to be submitted
20.	Annual report of the Executive Director	Written
21.	ICPD + 5	Written
22.	UNFPA multi-year funding framework	Written
23.	Funding commitments to UNFPA	Written
24.	Information and communication strategy	Written
25.	Work plan and request for programme expenditure authority	Written
26.	Periodic report on evaluation	Written
27.	Country programmes and related matters	Written
28.	UNFPA programming processes	Written
29.	Sector-wide approaches	Written
30.	Technical support services	Written
31.	Emergency assistance	Written
32.	Financial, budgetary and administrative matters	Written
33.	UNFPA resource allocation system	Written
34.	Oral report on the Coordinating Committee on Health	Oral
UNOPS items		
35.	Annual report of the Executive Director	Written
36.	UNOPS financial, budgetary and administrative matters	Written

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Executive Board of the
United Nations Development Programme
and of the
United Nations Population Fund

DP/1999/CRP.12
12 August 1999

ORIGINAL: ENGLISH

Third regular session 1999
13-17 September 1999
Item 2 of the provisional agenda

FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

MULTI-YEAR FUNDING FRAMEWORK, 2000-2003

Strategic results framework*

* The present document complements document DP/1999/30 of 6 August 1999, report of the Administrator

99-23692

STRATEGIC RESULTS FRAMEWORK

I. THE ENABLING ENVIRONMENT FOR SUSTAINABLE HUMAN DEVELOPMENT

GOAL: To create an enabling environment for sustainable human development

Sub-goal 1: Promote national, regional and global dialogue and cooperation to widen development choices for sustainable and equitable growth

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Promote public awareness and policy dialogue on sustainable human development issues (e.g., through human development reports, regional human development reports, national human development reports and national long-term perspective studies).	(a) Increased public debate on sustainable human development issues;	(i) Number of countries in which sustainable human development is becoming a meaningful and debated concept in public forums, including the media; (ii) Number of countries in which workshops are held between academia and government on sustainable human development issues; (iii) Number of countries that produce national human development reports;
	(b) Increased use by decision-makers of sustainable human development concepts in policy formulation and implementation;	(i) Number of countries in which sustainable human development-related statistics are used in the formulation of key national policies and planning processes; (ii) Number of countries that monitor the effect of sustainable human development-related sensitive policies on sustainable and equitable growth;
	(c) Improved national and regional capacity for data/information collection and analysis for policy design and impact assessment.	(i) Number of countries that have national statistics offices with capacity to collect and analyse sustainable human development-related data disaggregated by gender and region.
2. Promote private sector development.	(a) Establishment of a policy and legislative environment conducive to the emergence of a competitive private sector;	To be determined;

	(b) Improved capacity for private sector access to international markets.	To be determined.
3. Promote equitable management of globalization with emphasis on social protection for the interests of the poor.	(a) Increased capacity of national authorities to assess and address the implications of globalization for the poor;	(i) Number of countries that have developed capacity to analyse the impact of globalization on their economy and particularly on the poorest strata of the population;
	(b) Formulation and adoption of policies designed to maximize the opportunities of globalization in terms of trade, foreign investment/capital flows and negotiations in relevant international forums;	(i) Number of countries accessing membership in the World Trade Organization;
	(c) Effective national debt management;	To be determined;
	(d) Increased debate on the role of multilateral cooperation in the context of globalization (e.g., concept of global public goods).	(i) Number of countries in which the notion of global public goods is becoming a meaningful and debated concept in public forums including the media.
4. Establish regional frameworks, norms and standards.	(a) Improved capacity to maximize the opportunities available within regional and subregional cooperation and integration agreements, including harmonizing regulations, norms and standards;	(i) Number of agreements signed at the regional or subregional level;
	(b) Strengthened technical capacities to deal with transboundary issues.	To be determined.
5. Strengthen economic cooperation among developing countries (ECDC)/technical cooperation among developing countries (TCDC).	(a) Increased South/South cooperation on transfer of expertise, technical skills,know-how and innovative initiatives in areas of crucial importance to development;	(i) Number of agreements on technical cooperation between programme countries promoted by UNDP;

	(b) Increased South/North dialogue/intellectual exchange on policy and substantive issues related to globalization and ECDC/TCDC.	(i) Substantive and coordinated position of programme countries in international forums dealing with globalizaton issues.

I. THE ENABLING ENVIRONMENT FOR SUSTAINABLE HUMAN DEVELOPMENT

Sub-goal 2: Strengthen capacity of key governance institutions for people-centred development and foster social cohesion

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Develop institutional capacity of parliamentary structures, systems and processes.	(a) Increased capacity, effectiveness of parliaments to perform their legislative and oversight functions;	(i) Number of national parliaments that have undertaken reform of organizational structure and legislative processes; (ii) Number of countries in which executive branch recognizes the parliament's legal sphere of authority;
	(b) Improved accountability and credibility of Parliament vis-à-vis its various constituents.	(i) Number of countries that conduct surveys or town meetings to obtain views of constituents about credibility and performance of parliaments; (ii) Number of countries in which parliamentary debates are open to public and record of discussions are disseminated without censorship.
2. Strengthen institutional capacity of electoral commissions, systems and processes, and reform electoral laws.	(a) Legal framework, preparations and conduct of elections by national bodies consistent with international standards;	(i) Number of countries that have independent and permanent electoral management bodies with capacity to conduct free and fair elections;
	(b) Increased participation of political parties, civil society organizations and public at large in electoral processes.	(i) Number of countries in which there is an increase in voter turnout as percentage of registered voters.
3. Reform and strengthen the system of justice, including legal structures and procedures.	(a) Independent and efficient system of justice, accessible to all strata of the population in particular the poor;	(i) Number of countries in which there has been a decrease in time required for disposal of civil and criminal court cases;
	(b) Comprehensive legal reform and strengthened rule of law;	(i) Number of judges and magistrates who have received training on legal processes and procedures within the past two years.
	(c) Improved judicial capacity to prevent and fight transboundary crime.	To be determined.

4. Strengthen a culture of good governance, including support to reform initiatives and the promotion of consensus-building and tolerance between different political and social parties.	(a) Increased recognition from government and society at regional and national levels of the value of accountability, dialogue and transparency;	(i) Number of countries that have civil education programmes, and/or awareness campaigns;
	(b) Strengthened social cohesion and increased participation of all segments of society in development processes.	(i) Number of countries in which forums exist for holding participatory discussions on national policies (e.g., parliamentary hearings, non-governmental organization workshops, meetings of civil society organizations).
5. Promote respect for human rights.	(a) Creation and strengthened capacity of ombudsmen and human rights oversight bodies;	(i) Number of countries that have established ombudsmen or human rights offices;
	(b) National legislation which incorporates the Universal Declaration of Human Rights and other international/regional human rights instruments.	(i) Number of countries that have enacted national human rights legislation in accordance with the Universal Declaration of Human Rights.

I. THE ENABLING ENVIRONMENT FOR SUSTAINABLE HUMAN DEVELOPMENT

Sub-goal 3: Promote decentralization that supports participatory local governance, strengthens local organizations and empowers communities

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Promote participation in development planning and other decision-making processes at sub-national level.	(a) Enabling legal framework and improved capacity of civil society organizations to participate in policy formulation and implementation;	(i) Number of countries that have capacity development programmes to support participatory planning processes at subnational level geared towards civil society organizations;
	(b) Participatory planning process that reflects the needs of local communities and vulnerable population.	Same as above.
2. Support development of sound decentralization policies, including increased allocation of resources to the subnational and national levels.	(a) Adoption and implementation of a national legal framework for decentralization that is responsive to the needs of local communities;	(i) Number of countries that have enabling legislation that devolves decision-making and resource allocation authority to local level;
	(b) Mobilization and allocation of financial and human resources in support of decentralization.	Same as above.
3. Develop capacity of local authorities.	(a) Improved capacity of local authorities for planning and management, including provision of public services;	(i) Number of countries that have established in-service training programmes for administrative, managerial and technical staff at local level;
	(b) Transparent and equitable mobilization and management of resources by local authorities.	To be determined.
4. Strengthen management of and access to urban services and facilities.	(a) Increased capacity of local authorities and communities for planning, management and delivery of urban services.	(i) Number of countries that have community-based urban service programmes (e.g., LIFE programmes).

I. THE ENABLING ENVIRONMENT FOR SUSTAINABLE HUMAN DEVELOPMENT

Sub-goal 4: Promote an efficient and accountable public sector that serves all citizens

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Promote an efficient public sector that improves (economic) management and provides open access to services.	(a) Improved capacity of the public sector for efficient macroeconomic and financial management;	(i) Number of countries that have undertaken significant restructuring and civil service reforms;
	(b) Effective and equitable delivery of public services.	(i) Number of countries that have undertaken merit-based selection and recruitment resulting in a more efficient and accessible public sector.
2. Support awareness initiatives and national programmes that combat corruption and enhance integrity and accountability in the management of public and private resources.	(a) A culture of transparency and accountability in public and private sectors;	(i) Number of countries that have information programme about legislation and government initiated development programmes; (ii) Number of countries that have an independent Auditor General's office reporting to parliament; (iii) Number of countries that have established an independent ethics or anti-corruption office;
	(b) Institutional reform to align the management of public and private resources with international best practices.	To be determined.
3. Support improved aid coordination and management.	(a) Increased capacity and ownership of government in the mobilization and management of external resource flows;	(i) Number of countries that incorporate aid resources in execution of priority national development plans;
	(b) Increased alignment of resources with national plans and priorities.	(i) Number of countries that have established procedures for funding recurrent expenditures following external assistance programmes.

II. POVERTY ERADICATION AND SUSTAINABLE LIVELIHOODS

GOAL: To eradicate extreme poverty and reduce substantially overall poverty [WSSD Commitment 2]

Sub-goal 1: Promote poverty-focused development and reduce vulnerability

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Promote pro-poor macro-economic and sectoral policies and national anti-poverty plans that are adequately financed (e.g., 20/20 initiative).	(a) Increased awareness and recognition of national poverty and equity issues reflected in public debates;	(i) Number of countries in which national poverty and equity issues are reflected in public debates, including media;
	(b) Effective pro-poor macro- and meso-policies and adequately financed anti-poverty strategies that target access of all to basic social services.	(i) Number of countries that have developed and implemented pro-poor policies by the year 2003 (with yearly report); (ii) Number of countries that have adopted a 20/20 initiative; (iii) Increase in percentage of national budget devoted to anti-poverty strategies.
2. Support poverty-focused systems of social protection to address the consequences of social, economic, environmental and political crises/transitions.	(a) Effective and financially sustainable protection system targeting the most vulnerable.	(i) Number of countries in which governments take into account the most vulnerable strata of the population in designing their social security systems; (ii) Increase in percentage of public expenditure directed to social security systems.
3. Strengthen capacity of governments and vulnerable groups to take preventive measures and reduce the impact of health epidemics, such as HIV/AIDS.	(a) Increased public awareness of the prevention and treatment of HIV/AIDS, as well as its social and economic impact;	(i) Number of countries in which national health programmes have moved from a narrow focus on health to multisectoral strategies (employment, legal);
	(b) Improved national and regional capacity to develop and implement multisectoral strategies to combat the spread and mitigate the effects of HIV/AIDS;	(i) Number of countries that have community training and public awareness campaigns on HIV/AIDS-related issues;
	(c) Improved capacity to cope with the social and economic impact of HIV/AIDS at the community level, including better protection of the rights and entitlements of those infected with the virus.	(i) Number of countries that have developed and implemented social, economic and legal programmes to remedy marginalization of HIV/AIDS-infected patients.

4. Support monitoring of human and income poverty, including collection of gender-disaggregated data, geared to time-bound goals and targets, and incorporating participatory assessments.	(a) Capacity to collect, analyse and disseminate data to assess the incidence of human poverty and the effectiveness of policies and anti-poverty strategies;	(i) Number of countries that issue updated key poverty-related statistics on an annual basis; (ii) Number of countries that issue gender-disaggregated key poverty-related statistics; (iii) Age of key data on poverty; (iv) Number of countries in which surveys on poverty are regularly conducted.
	(b) Capacity to develop and use indicators for advocacy, programme-targeting and decision-making.	(i) Number of countries in which results of surveys are included in national anti-poverty planning and policy-making.

II. POVERTY ERADICATION AND SUSTAINABLE LIVELIHOODS

Sub-goal 2: Promote the livelihoods of the poor through strengthened self-organization and access to assets and resources

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Access of the poor to basic services (e.g., primary health, education, safe water and sanitation, and housing).	(a) Increased access, utilization and management of basic services by the poor, in particular poor women.	(i) Increase in percentage of poor population with access to primary and secondary education; (ii) Increase in percentage of poor population with access to primary health services (gender disaggregated); (iii) Increase in percentage of poor population with access to sustainable safe drinking water (gender disaggregated); (iv) Increase in percentage of poor population with adequate sanitation (gender disaggregated); (v) Increase in percentage of poor population with adequate housing.
2. Support structural reforms in access rights of the poor to land, other natural resources and energy.	(a) Adoption and implementation of policies and legislation to provide the poor with secure ownership of or user rights to land and other natural resources.	(i) Number of countries that have developed and implemented legislation whereby ownership and/or user right have been granted to communities.
3. Promote employment and foster skills among the poor.	(a) Increased productive employment and self-employment of the poor in the formal and informal sectors;	To be determined ;
	(b) Increased national capacity to monitor the labour market and develop policies and programmes to promote employment of the poor (e.g., based on better quality and more accessible technical and vocational training and information and communication technology).	(i) Number of countries in which government employment strategy has changed to take into account the employment of the poor; (ii) Number of public work programmes.
4. Support access of the poor to agricultural infrastructure, extension services and input markets to improve food security.	(a) Improved food security of poor households, including, in particular, poor female-headed households;	(i) Percentage of household income spent on food for the poorest quintile (focus on women); (ii) Households in poor communities that have adequate food;
	(b) Greater access of the poor to agricultural infrastructure, services and markets for increased and diversified production and incomes.	(i) Increase in rural income (agriculture/animal husbandry) in targeted areas.

5. Promote entrepreneurship and access of the poor to microfinance services.	(a) Enabling legal and regulatory frameworks and responsive banking system in place for microfinance;	(i) Number of countries that have legal and regulatory frameworks for access to microfinance by the poor;
	(b) Viable microfinance institutions and other support services accessible to the poor, especially poor women;	(i) Number of microfinance schemes started; (ii)Number of people reached in poor communities by microfinance services;
	(c) Increased start-up or expansion of viable microenterprises.	(i) Number of sustainable microentreprises created.
6. Support the capacity of the poor and civil society for self-organization and development of alliances (e.g., community organizations, trade unions, farmers' associations and political parties).	(a) increased mobilization and capacity of poor communities to assert and exercise their right to self-organization for development and build alliances;	(i) Number of countries that have social mobilization programmes; (ii)Number of countries in which community initiatives have an impact on national policy making (i.e., replication on national scale);
	(b) increased capacity of civil society organizations in policy analysis, advocacy and social mobilization for poverty reduction.	(i) Number of countries in which all alliances between community initiative and other social actors are encouraged.

III. ENVIRONMENT AND NATURAL RESOURCES

GOAL: To protect and regenerate the global environment and natural resources asset base for sustainable human development

Sub-goal 1: Promote the integration of sound environmental management with national development policies and programmes

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Develop and implement legal and regulatory frameworks and policies that link sustainable environment and management of natural resources to critical areas of development.	(a) Legal/regulatory framework adopted and utilized for sustainable planning and management of natural resources;	(i) Number of countries that have national environmental policy and legislative initiatives; (ii) Number of national or sectoral environment plans with approved budgets;
	(b) Sustainable environmental issues integrated into national development plans and sectoral policies.	(i) Number of national development plans/sectoral policies and programmes with environmental targets; (ii) Percentage of environmental targets achieved that were introduced into national development plans/sectoral policies.
2. Strengthen capacity of national and sectoral environmental planning agencies to manage the environment and natural resources base.	(a) Institutional framework and capacity established for environmental advocacy planning, management and resource mobilization (including provisions for community participation).	(i) Number of countries that have governmental bodies promoting environmental issues and effectively enforcing environmental regulations; (ii) Percentage of development-related ministries with an environment policy unit.

3. Strengthen national and local capacities for collection, analysis and dissemination of environmental information and statistics.	(a) Institutional capacity created and methodology applied for environmental impact assessment.	(i) Number of countries that screen their development projects to assess the need for an environment impact assessment(EIA)or environment and natural resources analysis (ENRA); (ii) Number of countries that actually conducted EIAs/ENRAs.
4. Develop mechanisms for effective mobilization of financial resources for national action in environmental and natural resource management.	(a) Reliable and relevant data collected, accessible and used for environmental advocacy, analysis, planning, and decision-making;	(i) Number of countries with a comprehensive national natural resource inventory less than five years old;
	(b) Increased awareness of the public and policy-makers of the costs of environmental degradation and the need to account for this in decision-making;	(i) Percentage of development interventions whose environmental costs and benefits have been assessed in the design phase; (ii) Number of development projects modified based on recommendations of environmental cost-benefits assessments;
	(c) Enlarged number of financing options, including public/private sector partnership, used for environmental interventions (debt swap, national trust funds).	(i) Level of new resources available from innovative mechanisms for financing environment resource management; (ii) Value of resources leveraged annually for environment projects and programmes.

III. ENVIRONMENT AND NATURAL RESOURCES

Sub-goal 2: Contribute to the protection and regeneration of the environment and promote access to natural resource assets on which poor people depend

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Implement national and local programmes that promote sustainable management of energy, land, water, forest and other biological resources.	(a) Protection and sustainable management of renewable resources and fragile eco-systems and rehabilitation of environmentally damaged areas with the participation of local communities;	(i) Number of local authorities with personnel trained in participatory approaches in environmental activity design and implementation;
	(b) Alternative options available for environmentally sustainable livelihoods (e.g., drawing on indigenous practices).	(i) Number of country-based organizations/NGOs with a poverty-focused mandate participating in the design/implementation of local environmental activities.
2. Build capacities for local participation in the design and implementation of environmental and natural resource management programmes.	(a) Established capacity of local authorities and stakeholders to design and implement participatory environmental and natural resource management programmes.	(i) Number of primary and secondary schools with environmental curricula; (ii) Number of national environment-awareness campaigns (including television, radio and print media).
3. Promote education and awareness-building on ways to combat desertification, methods to protect and ensure access to water resources, sustainable forest management practices, sustainable crop and livestock technologies, sustainable and efficient energy services, and waste management.	(a) Increased participation and ownership of local communities in environmental and natural resource management programmes.	(i) Number of public extension programmes and active NGOs receiving support to disseminate information on sound environmental practices and technologies, especially targeting the poor.
4. Development, promotion and exchange of sustainable environmental practices and technologies.	(a) Accessible information on environmental issues and awareness raised among the population, particularly among youth and local communities, and decision-makers;	(i) Number of sound practices and technologies piloted successfully, scaled-up or introduced elsewhere;

	(b) Increased exchange and replication of successful practices and technologies for natural resource management and energy efficiency.	To be determined.

III. ENVIRONMENT AND NATURAL RESOURCES

Sub-goal 3: Promote equity and burden-sharing in international cooperation to protect and enhance the global and regional environment

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Preparation, implementation and follow-up to international conventions, agreements, protocols and programmes at the national level.	(a) Ratification of and compliance with international conventions and agreements on the environment;	(i) Number of countries that have ratified global environmental conventions; (ii) Percentage of countries that have ratified global environmental conventions with national action plans.
	(b) Established national capacity to negotiate, implement and report on compliance with international agreements;	(i) Percentage of countries that have ratified global environmental conventions and have presented national reports/national communications to conferences of the parties to the global environmental conventions; (ii) Number of institutions strengthened through capacity-building initiatives designed to help the countries implement global environmental concerns;
	(c) Protection of the global environment through site-specific interventions, in support of global environmental convention objectives.	(i) Number and value of interventions that implement the priorities of global environmental conventions related national plans, national action plans and strategic action plans.
2. Establishment and implementation of coordinated intercountry policy and programme frameworks for environmentally sustainable development.	(a) Increased regional dialogue and cooperation for sustainable and equitable management of transboundary natural resources;	(i) Number of major transboundary agreements; (ii) Number of regional agreements implemented or under implementation;
	(b) Established regional and subregional institutional frameworks and coordination mechanisms, including donors for environmental programmes (national capacity).	(i) Number of regional institutions implementing regional agreements.

3. Development of innovative financing mechanisms and economic instruments that contribute to environmental protection and regeneration.	(a) Increased budget allocation, use of incentive schemes and mobilization of external resources in support of compliance with global environmental conventions.	(i) Value of resources leveraged for projects/programmes implementing the objectives of the global environmental conventions; (ii) Number of new environmental funding mechanisms functioning.
4. Development, promotion and exchange of sound environmental practices and technologies (such as those on climate change).	(a) Increased recognition by public and private decision-makers of the importance of investing in the dissemination of sound environmental practices and technologies.	To be determined.

IV. GENDER EQUALITY AND THE ADVANCEMENT OF WOMEN

Goal: To achieve gender equality and advance the status of women, especially through their own empowerment

Sub-goal 1: Ensure gender equality in the decision-making process at all levels

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Promote women's leadership and decision-making in the public and private sectors, as well as increased recognition and support for their role at household and community levels.	(a) Increased representation, visibility and participation of women in leadership and decision-making positions at national and local levels;	Increased representation of women in parliament, cabinet posts, senior civil service positions; and top private sector positions;
	(b) More equitable social relationships within households and communities as a result of the increased economic independence and social status of women.	To be determined.
2. Support policy and legal frameworks for gender equality.	(a) Policy and legislation amended and/or adopted for gender equality with implementation monitored.	(i) Number of countries in which key policies and legislation are revised to address issues of gender equality; (ii) Number of countries that have implemented mechanisms to monitor changes in policies, including budgetary allocations issues.
3. Support the implementation of national action plans for the advancement of women, including follow-up to the Fourth World Conference on Women (FWCW).	(a) National action plans adopted and being implemented and monitored in cooperation among government, legislature and civil society.	(i) Number of national action plans formally adopted for FWCW follow-up; (ii) Funds allocated at the country level for implementation of national action plans; (iii) Number of countries that have established bodies to monitor implementation of national action plans.
4. Strengthen the capacity of organizations that represent women's interests and promote advocacy, networking and partnerships for the advancement of women (nationally and internationally).	(a) Increased empowerment of non-governmental, civil society and community-based organizations for awareness-raising, advocacy, networking and direct assistance to advance women's interests;	(i) Number of NGOs/civil society organizations and community-based organizations that address gender issues as a major component of their work;

	(b) Increased capacity of governmental organizations and elected bodies, at national and local levels, for advocacy, policy formulation, monitoring and coordination on gender issues;	To be determined;
	(c) National representation and participation in international forums on gender issues.	To be determined.
5. Promote voter education for women and gender-sensitivity of elected and appointed officials regarding women's rights	(a) Women's right to vote secured by law;	To be determined;
.	(b) Increased participation of women in the electoral process.	(i) Increase in percentage of female voters who participate in national and local elections.

Sub-goal 2: Promote women's equal access to and control over economic and social assets and resources

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Strengthen women's entrepreneurial and technical skills, knowledge and capacities.	(a) Expanded access by women to services (e.g., credit, extension services and information technology and training) for increased productive employment in the formal and informal sectors;	(i) Increase in percentage of women borrowing from the formal banking sector and microfinance institutions;
	(b) Increased opportunities for women to establish, own and manage enterprises in the formal and informal sectors.	(i) Number of sustainable microenterprises and small and medium-sized enterprises started or managed by women.
2. Promote an enabling legal and regulatory environment for equal ownership and access to assets such as land, inheritance, property, social security, household resources, credit and other financial services.	(a) Amendment and/or adoption of legislation as well as enhanced public support for poor women's access to and ownership of productive resources.	(i) Increase in women's access to and ownership of productive assets.
3. Promote poor women's access to scientific and technological innovations.	(a) Poor women's greater access to and adoption of improved/innovative technologies, including information technology, for increased productivity and income.	(i) Number of countries in which entrepreneurs have access to information technology leading to enhancement of business.

IV. GENDER EQUALITY AND THE ADVANCEMENT OF WOMEN

Sub-goal 3: Ensure full enjoyment and exercise of human rights, including security and freedom from violence

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Support ratification, implementation and monitoring of Convention on the Elimination of All Forms of Discrimination against Women, including the Optional Protocol.	(a) The Convention ratified and national measures taken to implement and monitor its provisions, including increased legal literacy of women.	(i) Number of countries that have ratified the Convention and integrated it into national legislation; (ii) Number of countries reporting on implementation of the Convention.
2. Build capacity for prevention of trafficking in women and children and provide support to its victims.	(a) Greater public awareness and increased capacity of authorities nationally and regionally for the prevention of trafficking and for the recovery and reintegration of its victims.	(i) Public information campaigns on trafficking issues.
3. Eradicate violence against women, including domestic violence, harmful traditional practices, and violence in conflict situations.	(a) Increased public recognition of and action to eliminate violence against women;	Number of countries: (i) In which issues of violence against women are addressed; (ii) In which an increase in the number of cases of violence against women (domestic, mutilation, honor killing) has been reported and monitored by law enforcement agencies; (iii) In which there has been an increase in number of prosecutions and convictions in cases of crimes of violence against women;
	(b) Institutional frameworks and mechanisms in place for prevention of and response to violence against women, including collection of data on violence against women as well as enforcement of relevant laws.	To be determined.

4. Build the knowledge and capacities of law enforcement agents and other officials (judges, lawyers, police, immigration officers, jail wardens) regarding women's human rights under national and international law and treaties.	(a) Institutional arrangements incorporated in the system of justice to protect the rights of women (e.g., in law enforcement agencies, the courts and the prison system).	To be determined.
5. Promote recognition of and support the role of women in crisis situations.	(a) Engendered humanitarian policies and responses, with emphasis on increased opportunities for women to participate equally in decision-making at all levels for conflict prevention and resolution, peace-building and reconciliation;	To be determined;
	(b) Successful economic, social and psychosocial reintegration of female victims of war.	(i) Number of women having income-generating opportunities, access to assets and basic services.

IV. GENDER EQUALITY AND THE ADVANCEMENT OF WOMEN

Sub-goal 4: Foster gender-mainstreaming and develop methodologies that will strengthen the capacity to track and measure improvement in the status of women

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Provide capacity-building support for gender mainstreaming in policy, plans and programmes (e.g., gender budgeting and national accounting activities).	(a) Gender concerns integrated within development policies and programmes, in accordance with national plans of action and international commitments;	(i) Increase in number of policies/plans/programmes integrating gender concerns;
	(b) Increased capacity of governmental, parliamentary and non-governmental institutions to apply gender concepts and methodologies.	To be determined.
2. Strengthen national capacity to engender statistics and develop indicators of gender-mainstreaming.	(a) Relevant and reliable data disaggregated by sex that are available, accessible and utilized for advocacy, policy/programme formulation, monitoring and evaluation.	(i) Availability of national statistics that are engendered (e.g., national human development report).

V. SPECIAL DEVELOPMENT SITUATIONS

GOAL: To prevent or reduce the incidence of complex emergencies and natural, environmental, technological and other human-induced disasters, and to accelerate the process of sustainable recovery

Sub-goal 1: Mainstream disaster reduction (including technological disasters) into national capacity-building, including policy-making, planning and investment

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Support implementation of the Yokohama Strategy for a Safer World: Guidelines for Natural Disaster Prevention, Preparedness and Mitigation, and mainstream vulnerability analysis and hazard-mapping into all development policies.	(a) Concept of vulnerability and natural disaster reduction mainstreamed into all development planning and policy formulation in accordance with the provisions of the Yokohama Strategy and natural disaster plans formulated.	(i) Number of national disaster plans approved by governments in conformity with the Yokohama Strategy.
2. Develop institutional capacity for disaster prevention, preparedness and mitigation, including preparation of national/local plans, improved early warning systems, trained human resources and increased interregional/national information exchanges.	(a) Improved human and technical capacities among national and local institutions for the establishment of a more effective and efficient planning and coordination framework for natural and technological disaster prevention, preparedness and management;	(i) Existence of a clear structure for emergency actions in pre- and post-war disasters at national and local levels; (ii) Existence of national disaster commission/body; (iii) Disaster management norms and regulations applied in practice;
	(b) Vulnerability assessed and reduced with the establishment of a fully operational early-warning system, including creation of database systems for information collection and processing;	(i) National early-warning systems established and functioning; (ii) Reduced number of casualties during man-made disasters;
	(c) Operational link to regional/international networks for the coordination and exchange of information on lessons learned, new and innovative technologies.	(i) Number of countries that are part of a regional network.
3. Promote public awareness, particularly among most-affected populations, of their participation and that of local authorities in mitigating vulnerabilities and losses from disasters.	(a) Increased participation of local communities and local government authorities in disaster prevention, mitigation and management;	To be determined;

	(b) Increased public awareness of disaster prevention/mitigation, particularly among affected populations.	(i) Increase in percentage of the population informed of disaster prevention/mitigation management through public information campaigns.

Sub-goal 2: Restore the capacity of national institutions and civil society organizations to advance human security

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Promote preventive development and a culture of peace.	(a) Establishment of national and community mechanisms for peaceful dispute/conflict resolution and respect for human rights that contribute to peace and reconciliation.	(i) Number of conflict-resolution mechanisms established; (ii) Increase in percentage of cases brought to these mechanisms.
2. Support the implementation of peace agreements.	(a) Special initiatives within the United Nations framework designed to support the political, humanitarian and special needs of peace processes.	(i) Increase in percentage of special initiatives supported by the United Nations system that keep the peace process on track.
3. Strengthen public security, civil protection and policing and promote disarmament and demobilization of ex-combatants, and conversion of military assets to civilian use.	(a) Ensure creation of neutral civilian police force capable of enforcing the rule of law with respect for democratic principles and human rights;	(i) Civilian public force established; (ii) Numbers, categories and percentage of total armed forces reduced;
	(b) Ensure effective disarmament and demobilization of ex-combatants.	(i) Number of veterans who have income-generating opportunities, access to assets and basic services.

V. SPECIAL DEVELOPMENT SITUATIONS

Sub-goal 3: Assure an effective link between relief and development that promotes the sustainable recovery and rehabilitation of affected populations and enhances their own coping mechanisms, particularly with regard to the displaced and refugees

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Strengthening social capital by ensuring support for affected populations, including refugees and the displaced, and their access to sustainable livelihoods and socio-economic recovery through integrated area-based approaches and/or specific reintegration programmes.	(a) Targeted rehabilitation or construction of infrastructure, including access to basic social services to assist affected populations, particularly the displaced, refugees and demobilized;	(i) Increase in percentage of affected population having access to basic services;
	(b) Implementation of integrated area-based approaches that promote socio-economic recovery with access to microcredit/entrepreneurial schemes, vocational training, etc.	(i) Increase in percentage of affected population with access to income-generating opportunities.
2. Promote ratification and implementation of the Ottawa Convention to ban land mines, and build national capacity for comprehensive mine action programmes, ensuring application of standards and appropriate technologies.	(a) Ratification of the Ottawa Convention;	(i) Number of countries that have ratified and implemented Ottawa Convention;
	(b) Formulation and implementation of national mine action and clearance plans, including mine awareness.	(i) Increase in percentage of hectares demined; (ii) Increase in percentage of national budget devoted to demining activities.
3. Promote programmes that bridge the link between relief and development to support peace-building activities in a coordinated manner.	(a) Effective coordination established among the United Nations and agencies outlining respective roles and tasks to ensure an optimum transition from relief to development and increased resource mobilization.	(i) Number of fully funded strategic frameworks put in place by United Nations agencies.

VI. UNDP SUPPORT TO THE UNITED NATIONS

GOAL: To provide effective UNDP support to the United Nations Agenda for Development

Sub-goal 1: Provide effective and integrated follow-up to United Nations global conferences within the context of sustainable human development

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. UNDP leadership in cross-cutting follow-up to United Nations conferences and summits as well as follow-up to individual conferences, through UNDP direct support.	(a) Approval and implementation of national/intercountry strategies on integrated follow-up.	(i) Number of countries that have integrated strategies for follow-up to major United Nations conferences.
2. UNDP leadership in cross-cutting follow-up to United Nations conferences and summits as well as follow-up to individual conferences, through UNDP's role as funder and manager of the resident coordinator system.	(a) United Nations instruments, including country common assessment (CCA) and United Nations Development Assistance Framework (UNDAF), utilized for coherent, focused United Nations support to national strategies for national follow-up to major United Nations conferences.	(i) Number of CCA/UNDAF substantively addressing the issue of follow-up.
3. UNDP participation/leadership in the management and coordination structure of the United Nations as well as in intergovernmental forums.	(a) Coherent position adopted in United Nations and intergovernmental forums on global development issues and follow-up to United Nations conferences.	(i) Common position of United Nations system on major issues related to follow-up of United Nations conferences.

VI. UNDP SUPPORT TO THE UNITED NATIONS

Sub-goal 2: Gain worldwide public knowledge of and support for the role of United Nations in development

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. Communicate results of the development work of the United Nations.	(a) Increased recognition and stronger support from governments, donors, media and the public for the United Nations mandate, goals and achievements at the global and national levels.	(i) Increased contribution by donors to the United Nations system for development activities; (ii) Number of countries in which the United Nations role for development is debated in a meaningful way in public forums, including the media.

VI. UNDP SUPPORT TO THE UNITED NATIONS

Sub-goal 3: Enhance coherent United Nations operational activities for development

Strategic Areas of Support	Outcomes	
	Intended Outcomes	Indicators
1. UNDP role in promoting aid coordination.	(a) Effective leadership by UNDP to enhance aid coordination and forge strong support for sustainable human development issues in donor meetings (e.g., Consultative Group, round table).	(i) Development of clear aid-coordination strategies for effective partnerships with other agencies.
2. UNDP representation of country offices' services to United Nations system organizations and programmes developing operational activities in programme countries.	(a) Enhanced UNDP operational/administrative support and services to United Nations entities.	To be determined.
3. UNDP leadership in coordination and collaboration as funder and manager of the resident coordinator system and chair of the United Nations Development Group (UNDG).	(a) Coherent and cost-effective United Nations interventions by the country team led by the resident coordinator.	(i) Number of countries in which joint programming modalities have been adopted; (ii) Number of countries in which programme cycles have been harmonized.
4. UNDP participation/leadership in the management and coordination structure of the United Nations as well as in intergovernmental forums.	(a) Common position by United Nations entities in global and regional intergovernmental forums and United Nations forums on major programme and operational matters;	(i) Common position of United Nations system on major programme and operational matters;

	(b) Effective and coherent policy guidance and support from the United Nations system to resident coordinators and country teams.	(i) Positive feedback from resident coordinators and country teams on support provided by UNDG.

VII. MANAGEMENT

GOAL: To achieve excellence in the management of UNDP operations

Sub-goal 1. Manage a results- and resource-based organizational strategy

Strategic Areas of Management	Expected Outcomes	Indicators
1. Ensure short- and long-term strategic planning in UNDP.	(a) Well-defined and results-oriented country, regional and global programmes.	(i) Completion of country cooperation frameworks (CCF); (ii) Completion of SRF exercise; (iii) Integration of performance indicators into programme instruments.
2. Ensure programme performance reporting.	(a) Progress in reporting on assessed SRF.	(i) Implemention of results-oriented annual report exercise; (ii) Compliance with reporting requirements.
3. Ensure increase in resources mobilized.	(a) Increased voluntary contribution;	(i) Target amount; (ii) Percentage increase;
	(b) Increase in non-core volume consistent with CCF;	(i) Target amount; (ii) Percentage increase; (iii) Ratio of non-core to core resources;
	(c) Full compliance with government local office cost contribution (GLOC) obligations.	(i) Target amount; (ii) Amount paid.

VII. MANAGEMENT

Sub-goal 2. Ensure effective human resources management

Strategic Areas of Management	Expected Outcomes	Indicators
1. Foster the growth and empowerment of staff.	(a) Effective implementation of human resource policies;	(i) National staff policy implementation; (ii) Number of harassment cases; (iii) Family/work policy implementation;
	(b) Productive and motivated staff.	(i) Cross-unit teams in place; (ii) Effective communication between management and staff; (iii) Regular staff/management meetings; (iv) Staff feedback institutionalized; (v) Delegation of responsibilities.
2. Align human resources with required competencies and policies.	(a) Implementation of competency-based management.	(i) Compliance of 5 per cent staff time use for learning; (ii) Percentage of resident representatives, deputy resident representatives/operations managers with competency sceening; (iii) Competency learning effective.
3. Promote implementation of gender policy.	(a) Gender balance in UNDP, including management positions.	(i) Percentage and number of female staff at all professional levels; (ii) Gender disaggregated data on retention/ attrition rate; (iii) Recruitment of female junior professionals.

VII. MANAGEMENT

Sub-goal 3. Ensure cost-effective management of financial resources

Strategic Areas of Management	Expected Outcomes	Indicators
1. Ensure efficiency of financial management.	(a) Timely and efficient management of resources;	(i) Expenditure levels in line with established targets; (ii) Budgeted levels in line with established targets; (iii) Implementation rate ration of (i) to (ii) greater than 70 per cent; (iv) Compliance with mandatory revision deadlines;
	(b) Streamlined business processes.	(i) Percentage of human resources devoted to programme; (ii) Volume of resources redeployed as a result of re-engineering/simplification initiatives.

VII. MANAGEMENT

Sub-goal 4. Strengthen learning and accountability

Strategic Areas of Management	Expected Outcomes	Indicators
1. Strengthen UNDP as a learning organization.	(a) Good practices and innovative approaches promoted and lessons learned through monitoring process and evaluation;	(i) Coverage of Internet and Intranet sites; (ii) Hits on Internet/Intranet; (iii) Compliance on evaluation; (iv) Compliance with three-year evaluation rolling plan;
	(b) Knowledge management institutionalized.	(i) Number of requests for services received; (ii) Response satisfaction; (iii) Benefits for countries of subregional resource facility (SURF).
2. Strengthen use of information technology as strategic resource.	(a) Access to and use of information technology promoted.	(i) Percentage of offices connected to Internet; (ii) Usage rate of staff on the Internet.
3. Ensure oversight and accountability.	(a) Accountable management.	(i) Compliance with Compact process; (ii) Audit rating of the offices improved; (iii) Implementation of recommendations; (iv) Performance on financial/administrative services.

VII. MANAGEMENT

Sub-goal 5. Become a client-oriented organization.

Strategic Areas of Management	Expected Outcomes	Indicators
1. Provide strategic support to national partners and aid development partners.	(a) Trusted partnership with host country and development partners.	(i) Intensity and quality of dialogue with partners; (ii) Specific instances of support.
2. Ensure client satisfaction, in particular through improved timeliness.	(a) Client demonstrably satisfied with speed, response and relevance.	(i) Compliance with five-day response time; (ii) External client satisfaction expressed through surveys.
3. Ensure greater understanding of and support for the work of UNDP.	(a) Enhanced media and Internet exposure;	(i) Number of print and media events and electronic hits; (ii) Number of Internet hits.
	(b) Stronger linkages between communication, advocacy and resource mobilization.	(i) Increase in resources for UNDP work.

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FINANCIAL, BUDGETARY AND ADMINISTRATIVE MATTERS

Responsibility of the United Nations Office for Project Services in personnel matters: supplementary information

1. The present document is based on further consideration, in consultation with the Management Coordination Committee (MCC) and with the Under-Secretary-General for Management, of issues raised subsequent to the submission of document DP/1999/38 concerning the responsibility of the United Nations Office for Project Services (UNOPS) in personnel matters. It proposes a replacement of the draft decision put forward in paragraph 30 of DP/1999/38 with text reflecting that the objectives of the document may be achieved through more than one mechanism.

2. The MCC and other parties to the deliberations have reaffirmed the principle that the Executive Director of UNOPS should be entrusted with the appropriate authority and corresponding accountability for personnel matters, consistent with Executive Board decision 99/12 and relevant prior documentation. Document DP/1999/38 includes in the annex a draft delegation of authority prepared in June 1999 by the Office of Legal Affairs that provides one example of a mechanism that could be used to vest personnel authority in the Executive Director; further review has revealed that similar results may also be obtained through other mechanisms.

3. As a first step toward achieving appropriate authority and accountability for the Executive Director, the present document proposes a draft decision through which the Administrator of the United Nations Development Programme (UNDP) shall delegate to the Executive Director authority to issue UNOPS letters of appointment and to administer UNOPS staff. The Executive Director therefore proposes that the draft decision put forward in paragraph 30 of DP/1999/38 be replaced with the following text:

The Executive Board may wish to:

1. Take note of the report of the Executive Director on the responsibility of the United Nations Office for Project Services in personnel matters (DP/1999/38);

2. Reaffirm that appropriate authority and corresponding accountability for personnel matters should be vested in the Executive Director, in accordance with the proposals contained in document DP/1994/62, of which the Executive Board took note in its decision 94/32, and with Executive Board decision 99/12, including the authority to issue United Nations Office for Project Services letters of appointment;

3. Request, as a first step, that the Administrator of the United Nations Development Programme delegate to the Executive Director authority to

issue United Nations Office for Project Services letters of appointment and to administer the staff of the United Nations Office for Project Services in accordance with the United Nations Staff Regulations and Rules;

4. Request the Executive Director to report on progress at the annual session 2000.